

The Good Food Institute, Inc. Policy Plan 2026
as compiled for the Dutch public

1. Mission

The Good Food Institute, Inc. (GFI) is a 501(c)(3) nonprofit organization incorporated in Delaware in 2015. GFI is a nonprofit think tank working to make the global food system better for the planet, people, and animals. Alongside scientists, businesses, and policymakers, GFI's teams focus on making plant-based and cultivated meat delicious, affordable, and accessible. Powered by philanthropy, GFI is an international network of organizations advancing alternative proteins as an essential solution needed to meet the world's climate, global health, food security, and biodiversity goals. To learn more, please visit www.gfi.org.

2. Activities

The activities of GFI are funded through grants and contributions. Periodic updates about our activities can be found on our website www.gfi.org.

Science and Technology

GFI's Science and Technology department accelerates the science of alternative protein technologies. GFI's scientists are the global experts in this sector and work to ensure that a roadmap exists for alternative protein innovation, that the best scientists are engaged in research and development, and that significant funds are directed toward the highest-impact areas of alternative protein research. GFI's SciTech team is focused on three principal activities:

1. Analyzing current and future technical challenges and identifying the most important research for alternative proteins.
2. Mobilizing funding for open-access research and early-stage commercialization of alternative proteins.
3. Inspiring and supporting the next generation of scientists and innovators in the alternative protein industry.

Policy and Government Relations

GFI's Policy and Government Relations department is focused on removing public policy hurdles and directing public investment to accelerate progress on the science and widespread adoption of alternative proteins. The Policy team primarily educates public institutions, including elected officials and regulators, and uses impact litigation as a strategic tool where warranted.

Corporate Engagement

GFI's Corporate Engagement department conducts research and shares insights to educate the public on alternative proteins and champion their adoption by the food industry, including manufacturers, retailers, restaurants, investors, and more. This work makes it possible for alternative proteins to increasingly compete with conventional meat, seafood, eggs, and dairy on the key drivers of consumer choice: taste, price, and convenience. We analyze the market, uncover consumer insights, identify AP white spaces and opportunities, and build the community.

Communications

The Communications Department positions GFI as a global thought leader and trusted source of data and insights across the field of alternative proteins and throughout the adjacent fields of climate, biodiversity, global health, and sustainable secure food systems. We elevate the expertise of our staff and work across the organization and field to publish and disseminate original research and reports, secure meaningful media coverage, convene and promote community- and capacity-building events, and thoughtfully engage decision-makers and other influencers across the private and public sectors and civil society to position alt proteins as an essential solution for a better food future.

3. Finances

GFI's financial statements are audited by an independent auditor each year and we file Form 990 to the US Internal Revenue Service by 15 May after the end of each financial year (or 15 November with a due date extension granted by the IRS). We are also required to maintain charitable registrations in every state in the United States where such registrations are required.

GFI has been granted the Candid Platinum level for transparency for several years in a row. The Good Food Institute carefully manages its financial performance to ensure that funds go to support programs as demonstrated by its world class indicators for

2025 of 74.5% of expenses going to program expenses, 8.8% to fundraising and 16.7% to administrative. We review our detailed financial results every month to monitor our performance throughout the year.

4. Assets Management

GFI's finance team is responsible for the management of assets including custody, tracking, transfer and insurance. We ensure that we have separation of duties and responsibilities with oversight from the Vice President of Operations, Chief Executive Officer, and Audit Committee of the Board. The Good Food Institute entered into affiliate agreements with several foreign organizations in Brazil, Europe, Israel, Japan, and Singapore. These affiliated organizations are separate legal entities formed in their respective countries that receive grants from GFI and manage their own financial accounts. GFI monitors their financial statements on a monthly basis and their financial accounts are independently audited and consolidated with the GFI US accounts pursuant to GAAP.

Further detail is available on request.

5. Governance

GFI's Board of Directors has general management and control over all property, affairs and funds of the organisation. In accordance with GFI's bylaws, the board must consist of no less than 3 and no more than 9 directors.

GFI's Board of Directors is comprised of

- Vandhana Balasubramanian (Chair)
- Cameron Icard
- Kathleen Freston
- Joan Gass
- Anand Gopal
- Abhi Kumar
- Elizabeth Specht

And the officers are Rachel Lichte (Executive Director), Sarah Hanneken (Secretary), and Anand Gopal (Treasurer)